

Research Focus Area	Practices and Processes in Strategy and Marketing	
Supervision Team	Prof Peet Venter Prof Mari Jansen van Rensburg	
Name Prof Peet Venter	Academic Profile Peet Venter is a Professor of Strategy at the SBL. His fields of research interest include strategy-as-practice, customer relationship value management, strategic and business intelligence and market segmentation implementation.	Capacity 1
Name Prof Mari Jansen van Rensburg	Academic Profile Mari is a Professor of Marketing Management and is the Acting Area Head of the Strategy, Governance and Marketing Department. She specialises in strategic marketing, customer relationship management and strategic management. She has published widely in the fields of marketing and strategy.	Capacity 4
Name Prof Bart Smit	Academic Profile Bart Smit is an Associate Professor in Strategic Management and International Business at the GSBL. His research interests are in international competitiveness (at firm and country level), globalisation and distance, internationalisation, global strategy and strategy dynamics (a systems dynamic approach).	Capacity 3
Research Agenda for Focus Area	<p>This topic falls within the field of strategy-as-practice (or from a marketing perspective, marketing-as-practice), which in turn forms part of the broader practice turn in contemporary social theory and the management sciences. It seeks to identify the strategic or marketing activities reiterated in time by the diverse actors interacting in an organisational context. Practice research aims to understand the messy realities of doing strategy or marketing as lived experiences. The practice approach is concerned with studying strategy or marketing through the lenses of praxis, practices and practitioners. Praxis refers to the work that comprises strategy or marketing: the flow of activities such as meeting, talking, calculating, form filling and presenting in which strategy is constituted (Jarzabkowski & Whittington, 2008:282). Practices are routinised types of behaviour which consist of several elements, interconnected to one another and comprise forms of bodily activities, forms of mental activities, things and their uses, a background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge (Reckwitz, 2002:243). Practitioners are those people who do the work, which goes beyond senior managers to include managers at multiple levels of the firm as well as influential external actors such as consultants, analysts and regulators (Jarzabkowski & Whittington, 2008:282).</p> <p>In addition to the practice perspective we add a process perspective which is concerned with how key strategy and marketing processes happen in practice. Often, research follows a normative approach which prescribed set guidelines and standards.</p>	
Reading: Subject Field	<ul style="list-style-type: none"> • Abolafia . M.Y. 2010. Narrative Construction as Sensemaking: How a Central Bank Thinks. <i>Organization Studies</i>, 31: 349-367. • Andersson, P., Aspenberg, K. & Kjellberg, H. 2008. The configuration of actors in market practice. <i>Marketing Theory</i>, 8(1): 67-90. • Araujo, L., Kjellberg H. & Spencer, R. 2008. Market practices and forms: Introduction to the special issue. <i>Marketing Theory</i>, 8(1): 5-14. • Ardley, B. 2006. Telling Stories about Strategies: A Narratological Approach to Marketing Planning. <i>The Marketing Review</i>, 6: 197 - 209 • Boejegaard, J. & Ellegaard, C. 2010. Unfolding implementation in industrial marketing segmentation. <i>Industrial Marketing Management</i>, 39(5): 1291-1299. 	

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	<p>the implementation gap between normative segmentation and business practice. <i>Journal of Strategic Marketing</i>, 13(3): 151-173.</p> <ul style="list-style-type: none"> • Skålén, P. & Hackley, C. 2011. Marketing-as-practice. Introduction to the special issue. <i>Scandinavian Journal of Management</i>, 27(2): 189-195. • Leonardi, P. & Barley, S. 2010. What's under construction? Social action, materiality and power in constructivist studies of technology and organizing. <i>Academy of Management Annals</i> 4(1): 1-51. • Sandberg, J. & Tsoukas, H. 2011. Grasping the logic of practice: Theorizing through practical rationality. <i>Academy of Management Review</i> 36: 338–360. • Seidl, D. & Whittington, R. 2014. Enlarging the Strategy-as-Practice Research Agenda: Towards Taller and Flatter Ontologies. <i>Organizational Studies</i>. (2014):1-15. • Vaara, E. & Whittington, R. 2012. <i>Strategy-as-Practice: Taking social practices seriously</i>. The Academy of Management Annals: DOI.1080/19416520.2012.672039 1-52. http://dx.doi.org/10.1080/19416520.2012.672039 [Accessed 17 April 2012]. • Whittington, R. 2006. Completing the practice turn in strategy research. <i>Organization Studies</i> 27(5): 513-634. • Whittington, R. 2011. The practice turn in organizational research: Towards a disciplined transdisciplinarity. <i>Accounting Organizations and Society</i> 36(3): 183-186. • Wooldridge, B. 2008. The Middle Management Perspective on Strategy Process: Contributions, Synthesis and Future Research, <i>Journal of Management</i> 34(6): 1190-1221.
<p>Reading: Research Methodology</p>	<ul style="list-style-type: none"> • Balogun, J., Huff, A.S. & Johnson, P. 2003. Three responses to the methodological challenges of studying strategizing. <i>Journal of Management Studies</i>. 40(1):197-224. • Bonoma, T.V. 1985. Case research in marketing: Opportunities, problems and a process. <i>Journal of Marketing Research</i>, 22(2): 199-208. • Cassell, C., Bishop, V., Symon, G., Johnson, P. & Buehring, A. 2009. Learning to be a qualitative management researcher. <i>Management Learning</i>. 40(5):513-533. • Easton, G. 2010. Critical realism in case study research. <i>Industrial Marketing Management</i>, 39(1): 118-128. • Fenton, C. & Langley, A. 2011. Strategy as practice and the narrative turn. <i>Organization studies</i> 32(9): 1171-1196. • Onwuegbuzie, A.J. & Leech, N.L. 2005. On becoming a pragmatic researcher: the importance of combining quantitative and qualitative research methodologies. <i>International Journal of Social Research Methodology</i>. 8(5):375-387.
<p>Additional resources i.e. scholar and industry communities</p>	<p>Academy of Management (AOM) (http://aom.org/) The mission of this interest group on strategising activities and practice (SAP) is to create a developmental community for academics and practitioners who wish to advance knowledge and understanding of strategy as something people do, rather than something organisations have. We aim to offer opportunities for lively and stimulating engagement to scholars sharing this interest.</p> <p>American Marketing Association (www.ama.org) The American Marketing Association (AMA) was established in 1937 by visionaries in marketing and academia. Today, the AMA has grown to be one of the largest marketing associations in the world, with over 30,000 members who work, teach and study in the field of marketing across the globe.</p>

	<p>As the leading organization for marketers, AMA is the trusted go-to resource for marketers and academics. We are counted on as the most credible marketing resource where our members can stay relevant with knowledge, training and tools to enhance lifelong learning and obtain valuable information and connections.</p> <p>The AMA is constantly innovating and evolving, helping to shape the field as well as keep abreast of the changing global marketplace to help our members excel in their careers.</p> <p>No other organization provides more ways for marketers and academics to connect with the people and resources they need to be successful.</p> <p>European Group for Organizational Studies (EGOS) (http://www.egosnet.org/) The “Strategising: Activity and Practice” research agenda reflects the turn towards practice-based theorising in contemporary social theory over the past 20 years. Strategy research has been increasingly criticised on the basis that it is not relevant to practice, and that its contributions are paradigmatically constrained by the positivistic assumptions and research traditions of microeconomics, which avoid the messy realities of doing strategy.</p> <p>Strategy-as-practice International (http://www.sap-in.org/) The Strategy-as-practice International Network (SAP-IN) is a community of eight institutional members and more than 2 000 affiliated scholars and practitioners interested in the practice of strategy. As scholars, we are interested in a broad spectrum of issues concerned with the making and doing of strategy and strategic change in organisations. What we agree on is the importance of a focus on the processes and practices constituting the everyday activities of organisational life and relating to strategic outcomes if we are to move our field forward. If you would like to learn more about SAP-IN research, please visit our research agenda. The website of this community is designed to further disseminate SAP-IN research and to provide up-to-date information about practice-related research and events. It also offers a platform for affiliates to raise questions, share ideas and solve problems through interacting with the SAP-IN research community.</p> <p>Strategic Management Society (SMS) (http://strategicmanagement.net/) The Strategy Practice Interest Group unites both scholars interested in practice research and practitioners. The group views strategy as something that people do and not something that organisations have. It focuses on the doing of strategy. It is interested in all the activities, methods and tools that are employed in the doing of strategy and how the “strategy work” is linked to organisational outcomes and to the broader institutional and societal environment strategy that practitioners operate within.</p>
<p>Potential research projects/topics/titles</p> <ul style="list-style-type: none"> Strategy implementation processes (case research) Market segmentation implementation Performativity in strategy and marketing Sociomateriality in strategy and marketing Processes and practices of strategy and marketing decision-making Organisational hypocrisy Sense making and sense giving 	